

DDA Subject

27 OCT 1981

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Overtime (U)

REFERENCE: Memorandum to the DDA from the DCI, Same Subject,
dated 21 October 1981

1. In accordance with your request, the following overtime payments (dollars in thousands) were made to Agency employees during FY-81:

<u>Organization</u>	<u>Overtime Pay</u>
Office of the DCI	\$ 243
Directorate of Operations	\$ 2,619
National Foreign Assessment Center	\$ 1,064
Directorate of Science & Technology	\$ 3,311
Directorate of Administration	\$ 4,965
	<u>\$12,202</u>

The overtime payments cited above represent about two percent of the Agency's total budget for personnel services in FY-81. (C)

2. Controls regarding the use of overtime are explicitly contained in the attached regulatory issuance. I have taken the liberty of highlighting what I consider to be some of the more significant aspects of our overtime policies and procedures. You will note that overtime pay is provided to employees at the GS-11 level and below; GS-12 through GS-15 level employees are normally required to "donate" their first eight hours of overtime within a given week before compensation may be granted. As outlined in our regulations, overtime work scheduled on a regular basis must be approved by a Deputy Director or Head of Independent Office. Occasional overtime is authorized by Operating Officials, Heads of Independent Offices or other senior officials delegated the authority by Deputy Directors. In view of these relatively stringent policies and procedures, I recommend that we not impose any additional controls on the use of overtime. (U)

3. Contrary to abuses in the use of compensated overtime, our experience has been that Agency personnel donate significant amounts of time in carrying

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out their duties without receiving any form of compensation. This is particularly valid with respect to our personnel assigned abroad. While pressures of car pools and the lack of adequate public transportation are factors for those assigned to the Headquarters area, there are, nevertheless, significant numbers of middle-level and senior-level personnel who contribute substantial personal time without rewards. (U)

4. There are many circumstances in which the use of overtime is the most cost effective way of doing business. Surge efforts in meeting timely intelligence requirements frequently call for the use of overtime. And where requirements are sustained, overtime compensation is much more cost effective than the employment of additional staff or contract personnel. (U)

5. As you are aware, the Agency has been suffering from a serious understrength situation in several key areas during the recent past. Our Office of Communications, for example, was persistently understrength during FY-81 by 90 to 100 employees. The utilization of overtime was the only way that this component could meet heavy, time-critical requirements levied upon it. (U)

6. I hope the above information responds to the query posed in the reference. If you need any additional information on this subject, I am prepared to discuss it with you at your convenience. (U)

Harry E. Fitzwater

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Attachment

EO/DDA/[] (27 Oct 81)

Original - Addressee w/att

- 1 - DDCI w/o att
- 1 - ER w/o att
- ✓ 1 - DDA w/o att
- 1 - DDA Chrono w/o att
- 1 - HEF Chrono w/o att
- 1 - EO/DDA Chrono w/o att
- 1 - OF w/o att

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